

We are the
COMMUNITY
People in your



1999
COMMUNITY
PEOPLE
1000

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BOARD OF DIRECTORS



Top row: The Hon. Alan R. Abraham, Former Lieutenant Governor of Nova Scotia; His Worship, Walter Fitzgerald, Mayor, Halifax Regional Municipality; Hilliard Graves, President, AMCA Sales Ltd.; Bernard Hum, Principal, Puzos; Peter Kelly, Councillor, Halifax Regional Municipality; William Lydon, President, Lydon Lynch Architects Limited.

Bottom row: Fred MacGillivray, President & CEO, Trade Centre Limited; Lois Dyer Mann, Partner, The Coldwell Partners International; Graham Read, Councillor, Halifax Regional Municipality; Clint Schofield, Councillor, Halifax Regional Municipality; Carol Young, Community Volunteer.

MESSAGE FROM THE CHAIR

I am pleased and proud to present to the community the latest annual report for Trade Centre Limited (TCL). As the incoming Chair of the Board, I have had the privilege of seeing this organization in action for almost a full year now and I am extremely impressed by what I have seen.

Typical of any newly appointed Chair, I joined this organization with considerable curiosity and a general assumption that there would be a lot of work for me to do in terms of change. I was delighted to discover an efficient, well-planned operation run by an exceptionally professional, dedicated and hard-working group of people. Beyond general governance, my 'work' – and that of my fellow Board members – consists largely of support and encouragement.

However, I was surprised to discover that despite a strong communications program, some sectors of the community are still relatively unaware of the extent of the money and employment these facilities bring into the downtown core, benefitting local businesses. As a Board of Directors, we must place more emphasis on our role as advocates – helping to explain TCL's significance to the community at large.

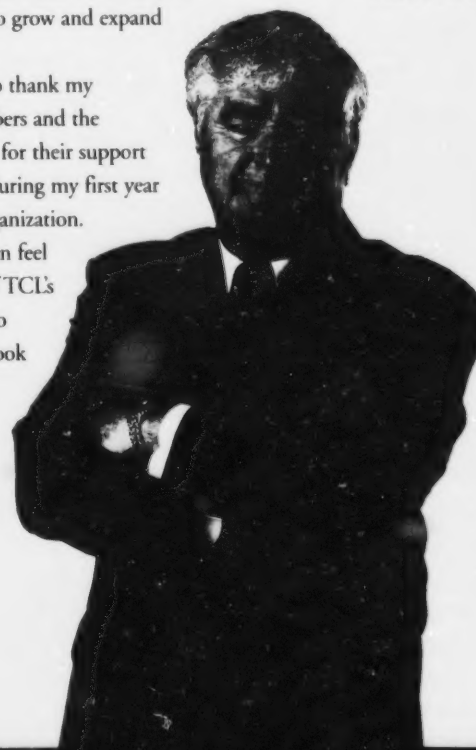
For the fiscal year ended March 31, 2000, Trade Centre Limited achieved an operating surplus of \$735,440 before depreciation and interest income, on revenues of \$8,257,430. This is TCL's best performance ever. For the fourth consecutive year, Halifax Metro Centre's revenues also exceeded expenditures – again, a best-ever result. What may not be obvious from these results is the fact that this type of effectiveness is exceedingly rare among Crown Corporations, especially those operating in similar business sectors. Subsidies are the norm,

not profitability. This year's results once again illustrate TCL's importance and value as a community resource.

I would particularly like to congratulate the staff on their excellent work in assimilating the newly acquired Exhibition Park into TCL's operations. During the last three months of this fiscal year, a large number of people were called upon to invest considerable time and effort, over and above their normal responsibilities, to ensure a smooth transition. It's a great facility and I'm confident our staff's expertise will help it realize its full potential.

In addition to Exhibition Park, we have many challenging plans scheduled to unfold over the next five years as the organization continues to explore new ways to grow and expand its value.

I would like to thank my fellow Board members and the Management team for their support and co-operation during my first year as Chair of this organization. The community can feel extremely proud of TCL's accomplishments to date. I personally look forward to being part of many new ones in the future.



“This year's results once again illustrate TCL's importance and value as a community resource.”

Kenneth Graham
Chairman
Trade Centre Limited

MESSAGING
THE PAPER

2 “As we continue to thrive, so does our community. The economic spin-off figures related to TCL’s activities tell a clear story that underlines the value of our operations as a provincial resource.”

Fred MacGillivray
President and CEO
Trade Centre Limited

I’m delighted to be able to announce that this is again an occasion for community celebration. Trade Centre Limited (TCL) has had an excellent year. As the highlights on the facing page indicate, we continued our upward trend of financial sustainability. For the seventh straight year we required no capital grant from the Province of Nova Scotia and we marked our third year without operating assistance, which is relatively rare among Crown Corporations operating in the private sector. Not only have we achieved sustained operational profitability, we have been able to save enough to cover our planned short-term capital needs.

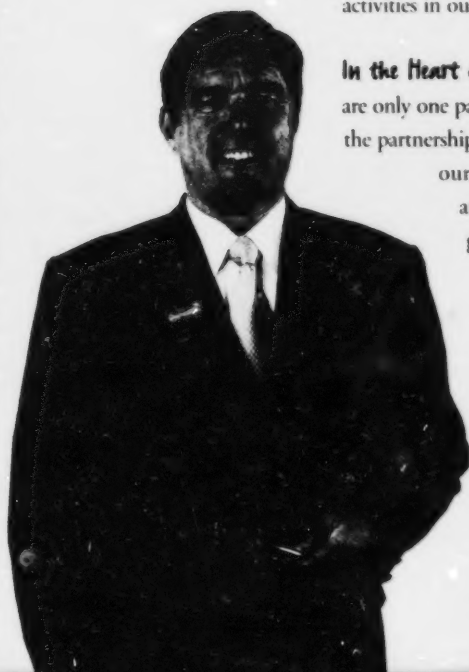
As we continue to thrive, so does our community. The economic spin-off figures related to TCL’s activities tell a clear story that underlines the value of our operations as a provincial resource. From 1995 to 2000, the economic benefits to Nova Scotia have increased dramatically, reflecting the increase in activities in our facilities.

In the Heart of the Community. Financial successes are only one part of the picture. What also pleases us is the partnership role we’ve been able to establish with our organization in the daily life of the community and our province. The provincial government acknowledges

when, towards the end of 1999, they asked us to take over responsibility for operating the financially troubled Exhibition Park. We were happy to do so because this excellent facility both complements our existing activities and offers tremendous potential for new ventures in the future – ventures that will benefit our whole community.

When the Community Prospers, So Do We.

Halifax is a significant city these days. When the community prospers, so do we. Nova Scotia is a valued destination and it’s rapidly becoming recognized as a technologically smart place to do business. TCL takes considerable pride in the way our facilities and the expertise of our people have helped local organizations achieve success – whether we’re welcoming a meeting with 2,000 international guests, forging a trade connection for an energetic entrepreneur, or co-ordinating a sports championship with a challenging schedule. Our clients’ success is the community’s success and the community’s success





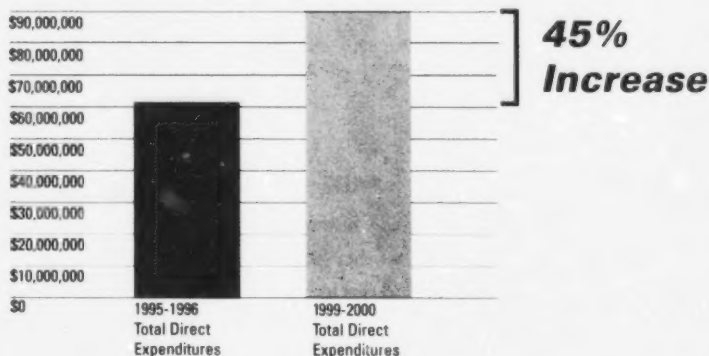
eager to reach the next level. Halifax has demonstrated that it has tremendous potential. There are many opportunities we feel we can explore and develop for the benefit of all Nova Scotians. We believe TCL can be a catalyst to foster and encourage growth by expanding our role in the creation and delivery of business, hospitality and entertainment products, services and facilities. In short, we believe we can help our community set its sights higher and realize its full potential in this area.

Reaching for New Goals. Our new strategic plan for the next five years maps out a vision that involves leveraging the collective strengths of our business units and our industry partners. Over the past six years we have accomplished a great deal and each business unit has developed considerable expertise in its respective area. Now we are ready to capitalize on the synergy that has also evolved. It will take creativity, innovation, leadership and courage to move our organization as far ahead as we have described in our vision. But these are the very attributes that we have worked so hard to develop. They are also the strengths that have allowed us to celebrate six years of success. I am confident we have what it takes.

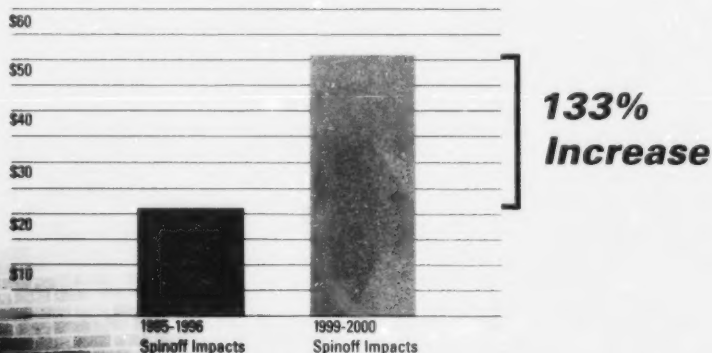
Once again, I would like to extend my sincere thanks to our Board of Directors for their continued support and encouragement. And, above all, I offer a resounding cheer for our staff. From the newest part-time usher or food and beverage server to the most experienced event technician or senior manager, each and every one plays a vital role in our success. They represent the heart of our community and their commitment makes us believe the sky is the limit for...

Economic Impact Highlights The following graphs indicate the substantial, and growing, economic benefits to our community from spending by delegates, planners, exhibitors, HMC attendees and event promoters.

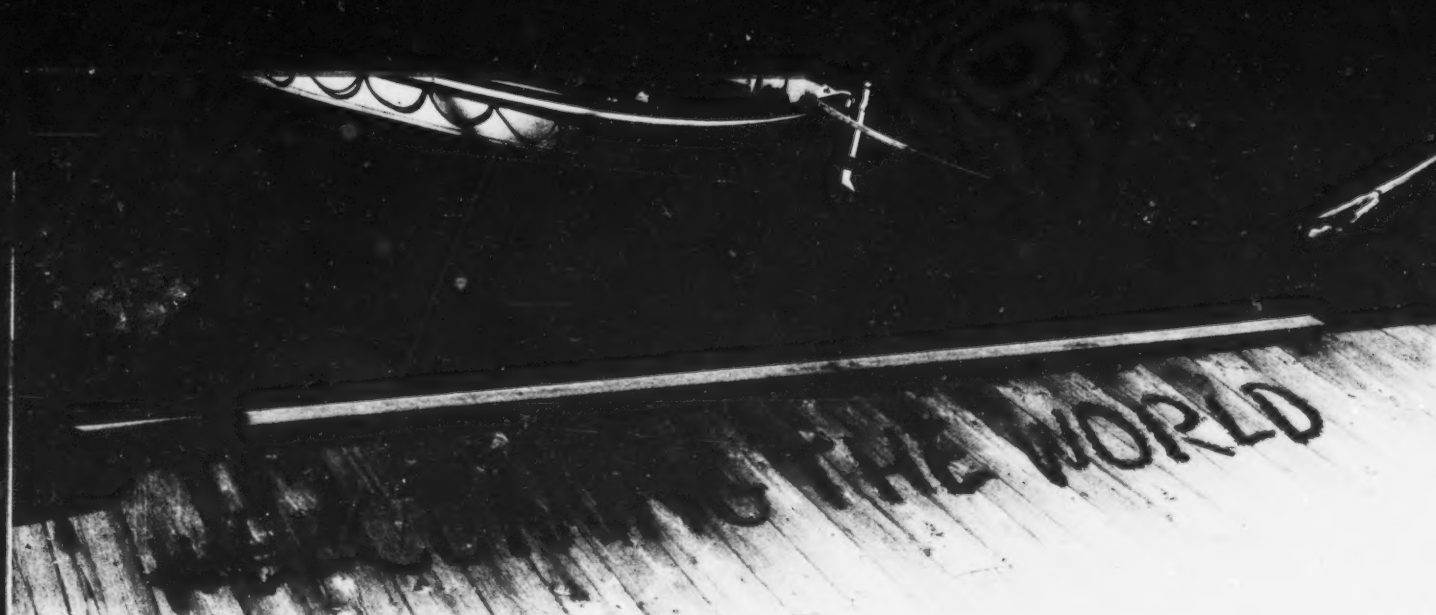
Trade Centre Limited
Total Direct Expenditures



Trade Centre Limited
Spinoff Impacts



Left to right: Scott Ferguson, General Manager, HMC
Colette Curran, Manager, Human Resources, TCL
Fred MacGillivray, President & CEO, TCL
Monica Kennedy, Manager, Communications, TCL
Donald Larlee, Director of Finance, TCL
Dennis Mansour, General Manager, WTCC
Shari Pierce, General Sales Manager, TCL
Darrell Hardy, Property Manager, TCL
Dov Bercovici, General Manager, ACWTC



“The partnerships we’ve developed with the hospitality industry and local organizations are key to the growing reputation of Halifax as a meetings, convention, and trade show destination.”

Shari Pierce

General Sales Manager
Trade Centre Limited

Dennis Mansour

General Manager
World Trade &
Convention Centre

WORLD TRADE AND CONVENTION CENTRE

People are the heartbeat of any community and the places where they gather hum with ideas and energy. You can feel this in our Convention Centre almost every day of the year as Nova Scotians and visitors from around the world come together for work, pleasure, education and business. Our goal is to provide an ideal setting where every detail is so expertly taken care of that our clients and their guests can concentrate completely on their own activities.

For the Convention Centre it was the best year ever in terms of overall sales and achievements. Our research shows a broad client mix and a variety of different size events, but we were particularly pleased with results from the Canadian and U.S. corporate sectors this year.



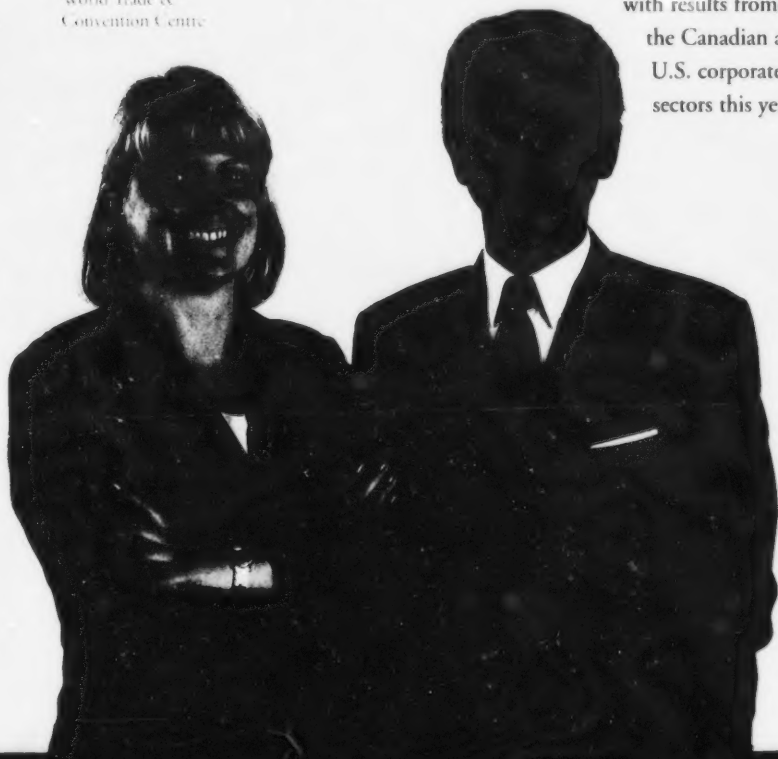
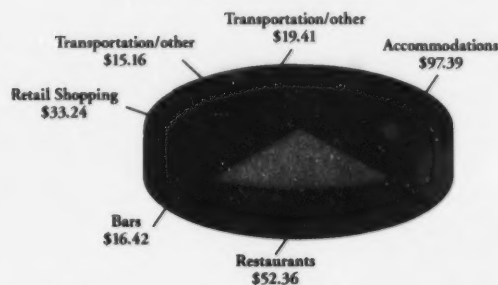
1800 Argyle Street on the cusp of the new millennium!

These are just two of several areas now showing the results of targeted marketing. Last year’s stronger economy also resulted in many meetings and conventions exceeding their expected attendance.

During the year we continued to find new ways to increase both revenues and efficiency while reducing costs. But, as always, ensuring the quality

Where the Delegate Dollar Goes

Daily Expenditure \$233.98





of the services and products we offer is our top priority. One of the reasons we can continue to find new economies is the experience of our staff. In a business often characterized by high employee turnover, ours is very low. This collective expertise enables us to present a consistently professional and polished service. Our reward comes from the many guests who comment on the excellent service they received and their repeat business.

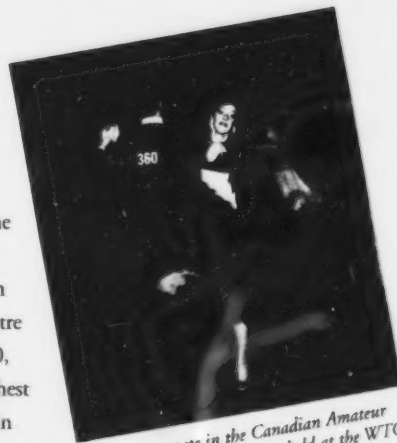
Partnerships Help Everyone Succeed. The partnerships we've developed with the hospitality industry and local organizations are key to the growing reputation of Halifax as a meetings, conventions and trade show destination. For example, each year travel buyers from around the world attend RendezVous Canada, the prestigious trade show presented by the Canadian tourism industry. The Nova Scotia Department of Tourism & Culture played a considerable role in attracting this 1,250-delegate event to Halifax in 1999. Together, we helped make RendezVous such a success that it is booked to return in 2002.

Each year local charitable and community organizations rely on the WTCC to help achieve their fundraising and public awareness goals through special events. For example, the Canadian Progress Club hosts its annual Kingsmeadow Celebrity Dinner here, which is one of the most successful fundraising events in the community. The Metropolitan Halifax Chamber of Commerce also hosts annual Spring and Fall dinners which attract 1,100 guests. These events offer an ideal opportunity for the business community to meet as a group and hear internationally acclaimed speakers. We are delighted to have both the perfect facility and the expertise to help them deliver a very professional event.

Selling the Halifax Experience

Our marketing partnership with the Greater Halifax Conventions and Meetings Bureau plays a key role in the success of the Convention Centre and the larger community. In 2000, Halifax is expected to have the highest hotel room occupancy of any city in Canada. While competition from other cities continues to increase, the attractiveness of seaside destinations remains strong and we have been able to position Halifax as a very appealing choice.

We anticipate being able to achieve even more in this area in the future as our sales team concentrates on establishing strong relationships with potential clients. Fortunately, we now have the high-quality data that allows us to concentrate our efforts on the market sectors that generate the best return. In the immediate future, 2000-2001 is looking very good, with some of the best bookings we've ever seen, particularly during the fall months.

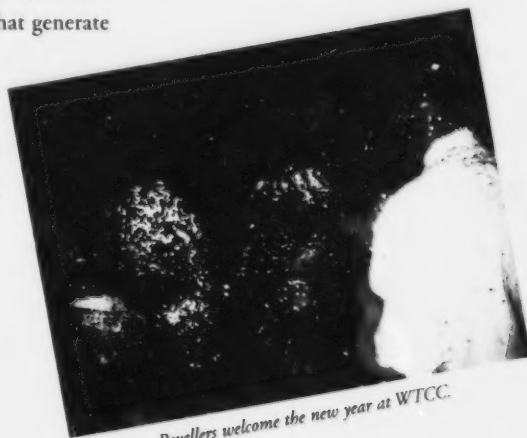


Dancers compete in the Canadian Amateur Dance Sports Championship held at the WTCC in April 2000.



"A total partnership with Trade Centre Limited allows us to deliver a seamless and highly professional service. Working together, we give exhibitors and clients the best!"

Madelyne Gooding
General Manager
Freeman Decorating



Revellers welcome the new year at WTCC.

BIG, COLOURFUL AND LIVE

“Something for everyone, something for you was the Halifax Metro Centre’s founding principle and it’s still true today. We believe this is one of the reasons this facility has truly become the centre of the community.”

Scott Fergusson
General Manager
Halifax Metro Centre



Halifax's own Melanie Doane opening for Great Big Sea in December.

HALIFAX METRO CENTRE

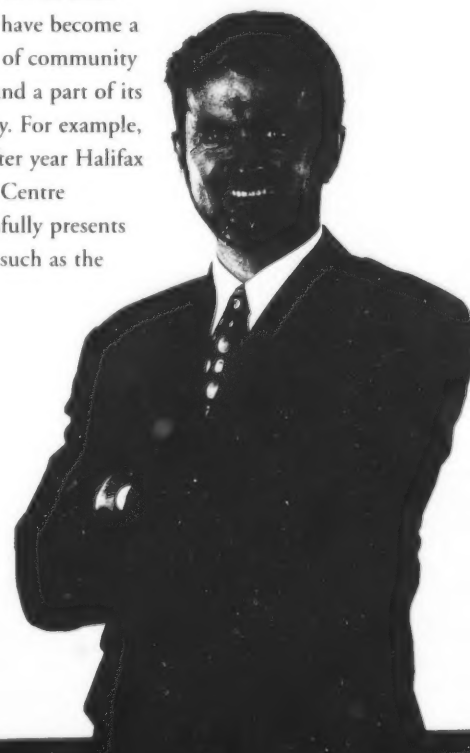
Some people may be glued to the Internet or the 500-channel universe these days, but more than half a million Nova Scotians want their entertainment big, colourful and very definitely live! Last year in Halifax Metro Centre they rocked along with stars such as Alanis Morissette and Our Lady Peace. They cheered the Halifax Mooseheads through their best season ever on to the Memorial Cup. They listened in rapt attention to the wisdom of effectiveness guru, Stephen Covey. And they swayed rapturously, clapping along to joyful music at the Juba'lee concert.

Careful evaluation helps us determine what the people in our community enjoy so that each year we can keep refining our event mix to meet their expectations. Some community events, such as the Nova Scotia International Tattoo, Stars on Ice, and our own Halifax Mooseheads, have become a regular part of our programming —because they continue to draw the crowds and send them home smiling.



Keeping up with demand — building 17 new sky boxes in Halifax Metro Centre

People tell us these events have become a source of community pride and a part of its identity. For example, year after year Halifax Metro Centre successfully presents events such as the





CIAU Men's Final Eight and the AUAA, which have played a major role in defining Halifax as the Basketball Capital of Canada. And, meeting the community's expectations is paying off. Halifax Metro Centre has just enjoyed its fourth consecutive year with an operating profit.

Great Seats, Great Atmosphere. Strong programming has also helped drive our long-term plan to expand the audience base by adding Premium Seating. We are nearing completion of Phase 3 of our SkyBox program. More than half of the 17 new boxes, which were started in December 1999 and will be ready for occupancy in the fall, are sold. Halifax Metro Centre now has a seating capacity of over 10,000.

We're actively exploring different ways of giving the community more of what it enjoys – and introducing some creative new ideas designed to reach new audiences.

Taking the Initiative. In the last couple of years we have pioneered innovative self-produced events to appeal to new sectors of the community. With 'A Night at the Fights' we invested time and resources to develop a partnership with the Citadel Amateur Boxing Club. Jointly we were able to take a very strong local boxing product to the next entertainment level. These slick, exciting events, staged in a customized setting, would have been perfectly at home in any major city in North America, and they attracted great crowds here. We plan to utilize a similar formula to develop new entertainment opportunities. For instance, we'll continue to pursue opportunities in upcoming

areas such as basketball, in-line hockey, lacrosse and arena football in the future.

Above all, we feel Halifax Metro Centre has grown past its role as a great rental facility to an entertainment provider. We're now leveraging the expertise we've amassed in a wide variety of functions, ranging from event management to sponsorship sales, in order to make more activity happen – both at Halifax Metro Centre and beyond. And we're always looking for community partners with ideas they'd like to try out.



Doris 'The Hammer' Hackl triumphs over Shakurah Witherspoon in 'A Night at the Fights.'



“Our staff come from all over the community and they're proud of helping their neighbours enjoy a great experience at Halifax Metro Centre.”

Chris Rowarth, Manager
Beaver Foods Ltd.

TAKING OUR COMMUNITY TO THE WORLD

ATLANTIC CANADA WORLD TRADE CENTRE

An important part of any community's success is its business strength and that means export capability. The Atlantic Canada World Trade Centre (ACWTC) continues to play a key role as we pursue our goal of making trade happen in the Atlantic region.

Each year we find new ways to improve and expand the trade-related services we offer our members. We have worked closely with our Association headquarters in New York to refine its business-to-business website, www.wtca.org. The detailed investment in this site and its related trade finance tool, www.tradecard.com, will facilitate international business opportunities for more than half a million corporate members.

We continue to present a full slate of educational opportunities, from a four-day International Trade Management program offered in partnership with Saint Mary's University, to a variety of seminars related to doing business in other countries.

Another recent addition includes setting up a video-conferencing 'matchmaking' service which we market as a cost-effective alternative to travel. We are also working very closely with the Marketing Clinic, which undertakes more intensive international market research and provides detailed, cost-effective reports.

Boosting Business Potential. One of our most successful initiatives continues to be the intern program. For six years we have provided an unparalleled opportunity for third and fourth year Bachelor of Commerce and MBA students at Saint Mary's University to obtain hands-on trade experience while also delivering a valuable service to our members. We currently recruit up to 10 interns each year.

This past year interns researched export opportunities for members in



Atlantic Canada World Trade Centre interns from Saint Mary's University: Roselle Deveau, Nova Scotia; Alecia Wayne-Abbott, P.E.I.; Angela deStroete, Nova Scotia; Mikey Chen Chiu Lung, Taiwan; Adriano Bacchi, Brazil; Dov Bercovici, General Manager, ACWTC.

specialties that included bottled water, aerospace products, e-commerce and motorcycle parts. Our plan is to expand this program into an export training and consulting program geared to small- and medium-sized businesses.

Showcasing Community Role to the World. One of the most exciting developments of the past year won't actually take place for two years. In April 1999, we had an opportunity to bid on hosting a future World Trade Centres Association General Assembly. The 16 other World Trade Centres short-listed included Cairo, Monaco, Orlando and Paris. With limited time for presentation and a lot of information to deliver, we were very grateful that several interns from the Saint Mary's University Department of Commerce were able to help in the preparation of ACWTC's presentation.

Part of the WTCA's bid criteria is to select a city that can serve as a successful model for other World Trade Centres. Our winning bid focused on how our multi-purpose complex has established itself as a vital community resource. More than 500 delegates from around the world will have an opportunity to examine our work in depth at the 2002 World Trade Centres Association Annual General Assembly. These events typically take place in major urban centres such as New York, Sao Paulo, Tokyo or Toronto. We are honoured to have the opportunity to show them what we do for our community.

“An important part of any community's success is its business strength and that means export capability.”

Dov Bercovici
General Manager
Atlantic Canada
World Trade Centre



MAKING EVERY SPACE COUNT

WORLD TRADE CENTRE TOWER

One of our long-standing sources of pride is that so many members of the local community continue to choose the World Trade Centre Tower as their place of business. Our tenants represent a wide spectrum of government, business and academic sectors. We invest considerable time and effort to understand each tenant's specific requirements and make sure our services meet their expectations.

It was an excellent year for the Office Tower. We were in the forefront of a general recovery that's starting to happen in the downtown business core. We experienced very little tenant turnover and for most of the year, we enjoyed virtually 100% occupancy.

The most significant changes during the year involved renovation on the sixth floor to accommodate a new tenant, the Minister of Tourism's office and on the fourth floor where we welcomed the Heritage and Culture Group of the Nova Scotia Department of Tourism & Culture.

Keeping Up Appearances. In the past year our Property Management staff were kept very busy with the construction of the latest series of SkyBoxes in Halifax Metro Centre and upgrading our pedway link to Scotia Square. The new roof is a functional and attractive copper structure, similar to those on neighbouring downtown buildings.

From a property management perspective, Exhibition Park quickly became the year's major project. A thorough initial assessment revealed a 20-year old property in need of considerable upgrading to bring it up to both TCL's standards and current fire and building safety codes. It is now fully compliant and after

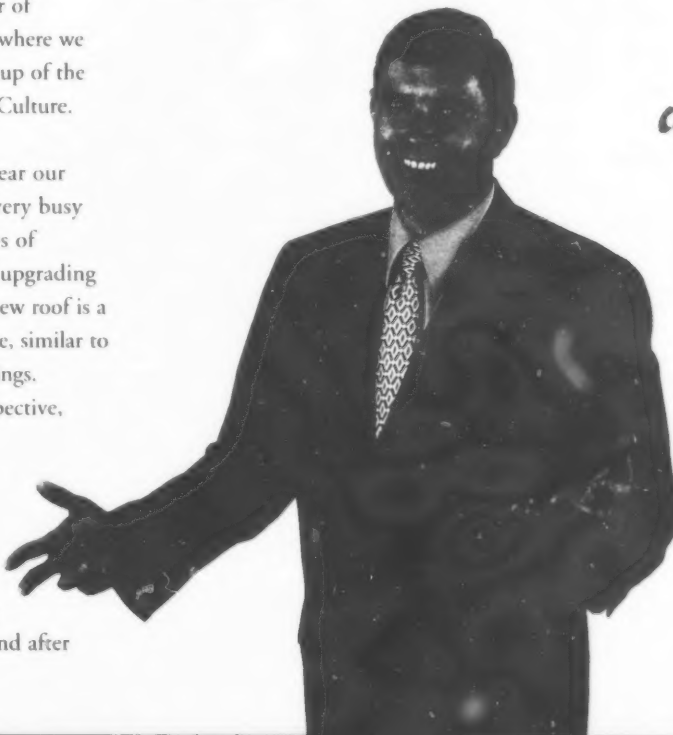
repairs, cleaning and new paint inside and out, it once again looks bright, cheerful and optimistic.

In the year ahead we will be working with staff in other TCL business units to plan the next phases of renovation to this facility. We are also playing an integral role with our other business units in the development of a long-term vision for the future of all our facilities. We are determined to make sure they continue to be functional, adaptable and a source of pride for their owners – the taxpayers of Nova Scotia.



“As well as a presence in the downtown business community, Saint Mary's has developed a mutually beneficial partnership with TCL. It's a great fit.”

Steven Andrews
Manager
Saint Mary's at the
World Trade Centre



“We invest considerable time and effort to understand each tenant's specific requirements and make sure our services meet their expectations.”

Darrell Hardy
Property Manager
Trade Centre Limited

“Our immediate goal is to put Exhibition Park on a profitable basis while making sure it continues to serve the local community effectively.”

Fred MacGillivray
President and CEO
Trade Centre Limited



Don MacKinnon, Manager, Maritime Fall Fair
Steve Pottie, Manager, Exhibition Park

EXHIBITION PARK

Towards the end of 1999 TCL acquired another facility – and another opportunity for the community. The Government of Nova Scotia asked us to take on the operation of Exhibition Park which had not reached its potential in recent years. In November, we introduced a dual strategy. First, we moved to ensure our service standards would be implemented through physical and organizational changes. Our second strategy focusses on long-term potential for the facility and its 164 acres. We are investing considerable resources and expertise to bring the 20-year old complex up to TCL's high standards, and the investment should generate real returns for the community.

Exhibition Park is an excellent addition to TCL's portfolio because it complements so many of our other activities. With a 3,500-seat arena, an auto speedway track and several large ancillary buildings, including a fully equipped horse barn, all in one 164-acre setting, Exhibition Park holds tremendous potential for future expansion. The fact that it's only two minutes from Bayers Lake Industrial Park is a bonus. The place is already a hive of activity with something going on



The Nova Scotia Spring Ideal Home Show is a hit with patrons.

almost every day of the year from off-track betting to the Metropolitan Indoor Soccer League. It hosts an array of the Province's most popular trade shows and exhibitions, and it's also a popular site for local auctions, flea markets, and other community events.

Our immediate goal is to put Exhibition Park on a profitable basis while making sure it continues to serve the community effectively. But while we tackle these practical issues, we're also looking ahead to ensure that its capacity and versatility fit with some of TCL's other long-range plans.



EVENTS HALIFAX

Every year hundreds of major sporting, social and cultural events take place in cities around the world. Halifax has the organizational skills and the setting to be one of these cities. With a string of events such as the G-7 Economic Summit, a Papal visit and a World Figure Skating Championship to our credit, we also have the experience. But it can be difficult for a smaller city to be heard above the noise from the big guns.

Events Halifax is making major strides in changing our community's visibility. The answer is a sustained, planned and co-ordinated approach. Continuous research ensures we have an up-to-date inventory of this city's assets as well as what competing cities have to offer.

With an advisory committee from many sectors of the community, Events Halifax has developed a 10-year plan targeting both potential major events and infrastructure development for Halifax Regional Municipality. Right now, we're still in the seeding stage of what we expect will become a major economic contributor to the community in the years to come. We're actively searching out events we can be bidding on and examining the possibility of creating hallmark events of our own.

The community already has extensive resources and numerous enthusiastic volunteers and planners. Events Halifax is making sure they know support is available. During the past year we have

developed a newsletter and an information kit describing the assistance we can provide for sports and cultural groups who are interested in putting together bids for major events.

Many of the seeds are already germinating, and by next year we will be able to speak in detail about several projects. In the meantime, we are working very hard to harness the community's considerable expertise and enthusiasm to increase Halifax's profile. The world needs to know we're the little city that can – and does!



Angela Hill, Program Manager and Frank Garner, Executive Director, Events Halifax



Events Halifax supporting the community through events such as the World Marathon Canoe qualifying event.

“Halifax has the organizational skills and the setting. With a string of events such as the G-7 Economic Summit and a World Figure Skating Championship to our credit, we also have the experience.”

Frank Garner
Executive Director
Events Halifax

COMMUNICATIONS

Through impact of its many activities, Trade Centre Limited has become a catalyst for change in our community. Our activities generate significant economic impacts which we track carefully and the benefits tell their own strong story as we continue to grow.

“...the benefits tell their own story as we continue to grow...”

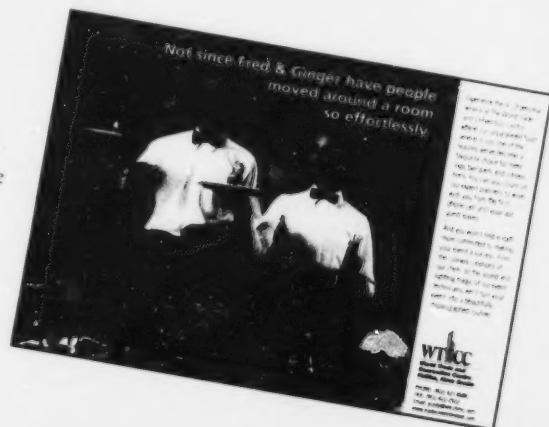
Monica Kennedy
Manager, Communications
Trade Centre Limited



A Numbers Game. This year we conducted 3,000 face-to-face interviews with planners, attendees, and promoters of national and international conventions, trade shows, and a mix of sports and entertainment events in our facilities. As well, we undertook an ambitious project for Events Halifax, researching the impact of 16 large sporting and cultural events throughout Nova Scotia. We look forward to sharing with the public the results of these 1,250 interviews.



Multi-media Messages. We continued to manage a strong portfolio of external communications activities this year, including an array of newsletters for specific audiences, advertising campaigns for our business units and internal communications for our 400 employees. An important part of the year's activities was to undertake a visual identity





management program, clearly positioning the business units as divisions of Trade Centre Limited united under a corporate umbrella.

Our website development plans are evolving, with sites developed for Halifax Metro Centre and Exhibition Park. As well, we are developing websites for each of our business units. We also implemented a comprehensive customer satisfaction program which addresses each user level of our facilities and features personal interviews with all our major planners by our President and CEO. In one of the year's most exciting projects, we developed and managed the well-received promotional campaign "P2K", which brought hundreds of people to our facilities to celebrate the turning of the century with a collection of gala parties. And, we continue to reap real rewards working with a variety of not-for-profit organizations helping them to meet their communications goals.

The Communications group finished the year on a "go-forward" note, initiating the process of developing and implementing a new five-year strategic plan that will build on our successes to date. Our managers believe that TCL is ready to take the next step, consolidate our accumulated expertise and take Nova Scotia forward as an experienced event host and producer. Ensuring public awareness of our strategic intent, monitoring our progress and sharing our successes will be part of the continuing communications challenge. We are looking forward to having some new and exciting stories to tell as our strategic plan moves into high gear.

Total Attendance

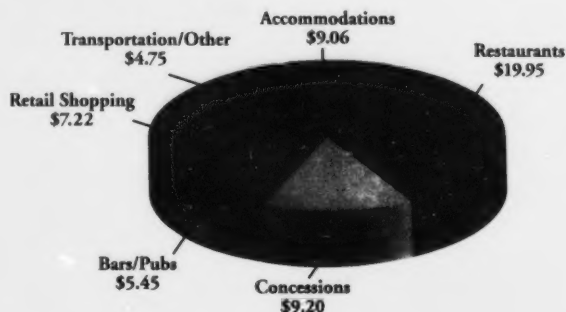
World Trade and Convention Centre	161,010
Halifax Metro Centre	551,912
Total	712,922

Event & Visitor Expenditures

World Trade and Convention Centre	59.1 million
Halifax Metro Centre	30.7 million
Total	\$ 89.8 million

Where the HMC Attendee Dollar Goes

Daily Expenditure = \$55.63



OUR EMPLOYEES

1+ "One of the greatest strengths TCL has to offer the community is the experience, enthusiasm and skill of our people."

Colette Curran
Manager, Human Resources
Trade Centre Limited



HUMAN RESOURCES

One of the greatest strengths TCL has to offer the community is the experience, enthusiasm and skill of our people. In Human Resources we nurture and direct these talents with training, development and coaching, carefully balancing the needs of the individual with those of his or her department.

Recognizing and Encouraging Excellence.

An important aspect of building confidence and ensuring job satisfaction is finding opportunities to say 'thank you' to employees who are doing a great job. Last year we introduced a customer service recognition program called "Catch a Star". Anyone observing unique or exceptional customer service is encouraged to let the employee's manager know. The employee gets to scratch a card to reveal a small, immediate cash award. He or she is also entered in a draw at the end of the year for a grand prize travel voucher. It's unique, it's fun, it's immediate and our employees enjoy it.



HMC ushers do their part for the community by selling toques for Raise the Roof, a fund-raising event to assist Nova Scotia's homeless.

The "Star" theme continued with a new customer service training package which was introduced when Exhibition Park staff joined TCL. Our Star Struck program has employees envisage their response if the star who most impresses them were to suddenly walk into their workplace – and what they might do to make sure that person has everything he or she needs. That's how we want to treat every customer throughout all our business units.

The Annual Celebration Dinner is a new opportunity for recognition, in this case for the milestones achieved by the 10-, 15- and 20-year employees. These long service employees played a key role in TCL's evolution from modest beginnings to where we are today. This is just one of several



major employee events we hold every year. They represent an opportunity for employees from all divisions to get together outside work and they've made a big difference in the sense of overall solidarity within TCL. The focus is thanks, praise, having fun – and most of all, celebrating with our employees and their families.

Cohesion Pays Off. The internal cohesion and solidarity we've forged over the years among TCL business units really came into play during the integration of Exhibition Park. The two cultures were very different but we soon realized that pride in good customer service was an important common thread. Ensuring a smooth transition was a group effort – and a huge success story – as TCL's employees provided the support that Exhibition Park staff needed to make them feel comfortable and welcome.

The high response to our most recent Employee Care survey indicates that we have a happy workforce. It's rewarding to know that 82% of our employees love their jobs or feel good about them but it's also important because this attitude translates directly to the bottom line. Happy employees mean better customer service – and the happier our customers are, the happier employees are. It's a circle that's been proven to increase shareholder value.

Job satisfaction shows up in everything from willingness to re-offer to serve on the Joint Occupational Health and Safety Committee to volunteering. A large number of our employees also contribute time and effort to the projects of community groups, sports organizations and charitable institutions. TCL employees are stars with heart!



Paulette Boudreau, Accounts Receivable, TCL broadens her knowledge of event management by job shadowing Robert Kanchuk, HMC Accountant and Randy Johnston, Event Operations Coordinator, during a Great Big Sea Concert.



Charlie Bastable 'Catches a Star' for his outstanding customer service as usher at Halifax Metro Centre.



HMC ushers cross-train with WTCC wait staff for the Stephen Covey seminar.



FINANCIAL SUMMARY

From the perspective of the Finance and IT Department, it is extremely encouraging to see the numbers for all TCL's baseline operations steadily improving each year. We are convinced that the organization's improved ability to capture information and use it to make daily decisions and planning is paying dividends. After six years of continuous improvement, the gains are not as easily come by, but TCL's managers keep demonstrating that they're up to the challenge.

The experience and administrative flexibility we've developed in recent years became extremely valuable when we were asked to take over the responsibility for Exhibition Park. It has taken a considerable amount of planning and co-ordination, as well as a large capital investment, to bring the facility to a safe and acceptable physical level. Our investment in Exhibition Park is far from finished, but the facility represents an important opportunity to grow in some of our niche markets and broaden our revenue base, which will be one of our major challenges in the years ahead.

“It is extremely encouraging to see the numbers for all TCL's baseline operations steadily improving each year.”

Donald Larlee
Director of Finance
Trade Centre Limited

Information at their fingertips. TCL now has a considerable investment in operating systems and application software. We made several IT adjustments during the past year, mostly through software changes, with the goal of increasing speed and access to various systems. In systems such as Breeze, we have so much important historical information that we now have a challenge to balance

data storage and retrieval time. We are looking at some newly developed ways to archive this data ourselves so that it can be retrieved quickly when needed. Managers also now have access to a wide variety of fast updates. Information, such as the latest sales figures, is available instantly by clicking a desktop icon.

TCL's business is all about seeing the potential and making it happen. Finance and IT look forward to supporting the work of our colleagues as they translate vision into action.





Trade Centre Limited

	2000	1999	1998	1997	1996
Revenues	\$8,257,430	\$ 7,301,823	\$ 7,561,266	\$ 6,961,428	\$ 6,871,532
Income (Loss) before Depreciation and Provincial Subsidies	735,440	567,373	683,338	402,065	254,860

World Trade and Convention Centre

Revenues	\$ 5,647,442	\$ 4,672,909	\$ 4,942,560	\$ 4,560,252	\$ 4,557,688
Meals served	68,318	66,625	69,778	97,196	74,139
Attendance	154,116	133,523	153,395	174,586	149,662
Event bookings	617	645	714	749	759

World Trade Centre Tower

Rental revenues	\$ 1,982,222	\$ 1,937,123	\$ 1,980,539	\$ 1,779,983	\$ 1,872,113
Average occupancy	99.7%	99.2%	98.2%	97.3%	94.6%
Rentable sq. ft.	116,190	116,190	116,190	116,190	116,190

Atlantic Canada World Trade Centre

Revenues	\$ 627,766	\$ 691,790	\$ 638,167	\$ 621,192	\$ 441,731
Members	221	226	221	217	238

Five Year Highlights

Halifax Metro Centre

Revenues	\$ 4,921,541	\$ 4,723,361	\$ 5,048,292	\$ 4,404,768	\$ 3,233,103
Income (loss) before Special Items and other income (net)	38,919	65,081	194,263	165,549	(218,524)
Operating surplus (subsidy) for the year	\$ 81,041	\$ 30,925	\$ 23,721	\$ 22,369	\$ (405,941)
Attendance (1)	548,241	547,090	598,370	527,869	456,101
Event days (2)	174	171	190	185	204

Note: (1) Does not include consumer/trade show attendance and non-paid admission events
(2) Actual number of days facility in use by tenants; does not include ice rentals